City of Hallandale Beach Strategic Plan Report

Presented to:
The City of Hallandale Beach

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April 2007

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EXECUTIVE SUMMARY

Strategic planning is often defined as "a disciplined effort to produce fundamental decisions and actions that shape and guide what an organization is, what it does and why it does it". The planning process involves research, development and consideration of strategic alternatives and places an emphasis on the future impacts of current decisions. As a structured, analytical approach that focuses on results, the planning process adopted by the City of Hallandale Beach provides a strategic framework for the development of goals, objectives, and associated action strategies. A plan for the strategic planning process was developed by the city's Strategic Planning Team and FAU researchers, which included the following phases:

1. Refinement of the city's existing vision and mission;
2. Analyzing the city's internal and external environments via focus groups and questionnaires;
3. Setting future priorities for the city;
4. Developing goals to attain the city's mission and priorities; and
5. Guiding city departments in developing objectives and performance measures for the city's goals.

A series of strategic planning focus group sessions were held in order to analyze the internal environment of the City of Hallandale Beach. The purpose of the sessions was two-fold: refine the city's existing vision and mission; and to assess the city's strengths, weaknesses, opportunities and challenges. In order to analyze the external environments of the City of Hallandale Beach, the FAU researchers administered a questionnaire to citizens and businesses to assess their planning priorities and government service satisfaction levels.

Strategic goals emerged from the analyses of internal and external environments, as well as from a working session with managers and directors. These goals can guide the city in establishing directional courses in the short- and long-term planning processes. The strategic performance outcomes that correspond with each of these goals are discussed later in the report.

Goal 1

To have an efficient, affordable, safe and environmentally friendly local and regional transportation system serving the City of Hallandale Beach,

Goal 2

To have the City's significant natural resources and features including the shoreline areas, landscapes, trees, and heritage sites protected to enhance the quality of life of residents and visitors, for present and future use

Goal 3

To ensure that the City of Hallandale Beach maintains a sustainable community with a healthy balance of residential, commercial and light industry that provides a mix of local employment opportunities and a wide array of amenities and services locally.

Goal 4

To have a livable community:

- o Where residents feel, and are, safe;
- o Where shopping areas and neighborhoods are pedestrian friendly;
- o That offers quality, affordable leisure and educational opportunities and activities for citizens of all ages; and
- o That citizen's and businesses enjoy living and working in

Goal 5

To have a local government that is:

- o Accountable and accessible;
- o Effective and efficient;
- o Open in its operations;
- o Communicates with the public in a meaningful manner; and
- o Values and supports community input and participation, contributing to a well informed, involved, and proud citizenry.

Goal 6

To strive for the effective management of human resources, the optimal use of tangible assets, and the efficient and appropriate financial management and expenditure of funds.

INTRODUCTION

As cities grow and mature, there often comes a point in time when reflection, contemplation, and actions are needed to move forward. Strategic planning is one tool in an arsenal of tools for moving cities forward. Ultimately, strategic planning is a management tool. As with any management tool, it is used to focus the energy of the organization, to ensure that members of the organization are working toward the same goals, and to assess and adjust the organization's direction in response to a changing environment typically articulated in the mission, vision and values statements. Determination and fortitude are the hallmarks of successful strategic planning. All stakeholders must be actively engaged, and stakeholders must be aware of the importance of strategic planning as a means to set effective direction for the city.

Strategic planning is most useful if it supports strategic thinking and leads to strategic management - the basis for an effective organization. Strategic planning includes three key requirements:

1. a definite purpose for the organization;
2. an understanding of the environment, particularly of the forces that affect or impede the fulfillment of that purpose; and
3. creativity in developing effective responses to those forces.

In short, strategic planning is a disciplined effort to produce fundamental decisions and actions that shape and guide what an organization is, what it does, and why it does it, with a focus on the future.

A strategic plan allows for proactive, instead of reactive, planning and policymaking because the planning process links the organizations mission, values, goals, objectives to all government activities. Proactive administration involves a reconstitution of the role of public administrators and citizens. Administrators taking this view implicitly recognize their role as intermediaries between the government and the citizens. Within this type of government administration, participation methods are utilized. These methods, such as citizen/business satisfaction surveys, are used in order to understand the needs and perceptions about government that the public holds.

<u>Background of Strategic Plan Project</u>

The City of Hallandale Beach (2005 population 35,716) is one of the fastest growing cities in Broward County, Florida. Sustained growth and development continue to augment various local government policies and decisions. The purpose of developing a strategic plan is to assist the city in establishing and keeping a focus on those policy-making decision items that are critical to sustainable development while maintaining the unique character of the city. Without a strategic focus, the path of the city will run the risk of meandering from issue to issue without consensus on what objectives must be addressed in order for the city to enjoy positive growth and development.

Subsequently, a Strategic Planning Team (SPT) was established, under the leadership of Robert Fraidenburg, to manage the strategic planning process. The SPT contacted the FAU researchers, Dr. Leslie Leip and Dr. Cliff McCue, to assist with the process. A plan for the process was developed, which included the following phases:

6. Refinement of the city's existing vision and mission;
7. Analyzing the city's internal and external environments via focus groups and questionnaires;
8. Setting future priorities for the city;
9. Developing goals to attain the city's mission and priorities; and
10. Guiding city departments in developing objectives and performance measures for the city's goals.

<u>Methodologies for Strategic Planning Process</u>

A series of strategic planning focus group sessions were held in order to analyze the internal environment of the City of Hallandale Beach. The purpose of the sessions was two-fold: refine the city's existing vision and mission; and to assess the city's strengths, weaknesses, opportunities and challenges. The first focus group consisted of 16 managers and directors of various city departments. Next, four staff focus groups were held and approximately 45 employees participated. The final focus group session was for the City Commission, including the Mayor, Vice-Mayor and the City Manager. Extensive notes were taken during each focus group session. The results were aggregated and findings from the sessions are presented in the next section of the report.

In order to analyze the external environments of the City of Hallandale Beach, the FAU researchers administered a questionnaire to citizens and businesses to assess their

planning priorities and government service satisfaction levels. The FAU researchers worked with the Strategic Planning Team to develop the following questionnaire objectives:

1. assess the level of contact citizens/businesses have had with the city government;

2. assess the level of satisfaction based on the citizens/businesses contacts with the City of Hallandale government;

3. measure the priorities of citizens/businesses; and

4. assess the critical issues for citizens/businesses.

The citizen and business questionnaires were developed based on these objectives. A random selection of 2,500 citizens and 500 businesses was obtained from a professional sampling/mailing company. The questionnaires were mailed to the sample populations in September 2006. The data from the questionnaires were entered into a statistical database and the analyses of the data are presented later in the report. A total of 261 citizen surveys were returned, which at a 90% confidence level, the error is $\pm$ 5%. A total of 53 business surveys were returned, which at a 90% confidence level, the error is $\pm$ 7%.

The remainder of this report is divided into the following sections: Findings of the Internal Environmental Analysis, Strategic Priorities and Goals, Citizen Survey Results, Business Survey Results, and Conclusions drawn from the study. Each section will highlight the significant findings that pertain to the strategic planning process adopted by the city.

RESULTS OF THE INTERNAL ENVIRONMENT ANALYSIS

The first part of this section focuses on the refinement of the existing vision and mission of the City of Hallandale Beach. The second section identifies the guiding values and principles that were consistently employed in the development of the strategic planning process. While, the third second section presents the findings of the SWOC analysis.

While conducting the various focus groups, one fact quickly emerged: the City of Hallandale Beach is striving to build and maintain a diverse community that has:

- A unique "small-town" feel, with high quality, responsive modern services, where residents and visitors feel, and are safe;

- A thriving local economy where residents can both work and live;

- Quality parks, recreation and community services for its residents and visitors;

- A variety of efficient, effective and affordable transportation alternatives for travel both within the city and to other regional centers.

The guiding principle that facilitates the goal of the planning process also emerged from the focus groups. The guiding principle was: *Planning for a balance of community well being, economic development, and environmentally sensitive growth.*

Refinement of the City of Hallandale Beach Vision and Mission Statements

The existing vision statement of the City of Hallandale Beach (*To be recognized within and beyond our community as a city government of excellence)* was discussed at all of the focus group sessions. All of the focus group participants agreed that this existing statement still captures the essence of the city's vision, and that no revisions were needed. Some of the focus group participants discussed the values associated with this vision statement, which included *integrity, honesty, courtesy, and competence.*

All of the focus group participants also discussed the existing mission statement of the city: *The City of Hallandale Beach is dedicated to enhancing the quality of life by providing superior services which meet the current needs of our citizens as well as planning for their future needs.* The majority of focus group participants agreed that the word "citizens" should be changed to "community" in order to incorporate businesses and nonprofit organizations into the mission statement. This change was presented to the City Commission and it was

approved.   In addition to this change, the City Commission decided to add a phrase (*through continued communication*) onto the end of the sentence.   The final mission statement that emerged from the focus group sessions and adopted by the City Commission was:

> *The City of Hallandale Beach is dedicated to enhancing the quality of life in our community by providing superior services which meet the current needs of our community as well as planning for their future needs through continued communication.*

Analysis of Strengths, Weaknesses, Opportunities, and Challenges (SWOC)

The existing vision and revised mission statements were used as the foundation for the analyses of the city's strengths, weaknesses, opportunities, and challenges. There are a number of internal and external environmental factors that could have a direct or indirect impact on the City's ability to achieve its mission. All of the SWOC analyses that were completed during the focus group sessions were aggregated and are listed below.

Strengths

- Strong working relations between the Commission, the City Manager, and employees
- Proactive and supportive City Commission
- Sound financial management
- Diversity of staff resources, including internal/external work experience
- Innovation and creativity
- Access to information
- Technically progressive
- Employee diversity
- Experienced employees
- Good customer service
- Location and size of the City of Hallandale Beach

Weaknesses

- Inconsistent and weak communication: internally and with businesses/citizens
- Minimal cross-functional competencies and skills
- Quality assurance (insufficient capacity to thoroughly review) in service delivery
- Lack of training and career development for employees

Opportunities

- New revenue sources

- Economic development

- Ongoing customer focus

- Younger population – changing demographics

- Creating new employee positions

Challenges

- Resistance to change and lack of cooperation by departments

- Loss of institutional knowledge with personnel changes and/or retirement

- Insufficient capacity and time to accomplish tasks

- Improving training and promotional opportunities

- Assessing staffing needs

- Developing equitable and competitive employee salaries

- Legal liabilities

- External economic factors

- Traffic

- Dealing with neighboring cities

- Ecological demands of beaches

- Aging Infrastructure

- Affordable housing

- Regulatory requirements

- Management of growth

- Hurricane Management

- Digital Divide

- Reduction of outside funding sources and unfunded mandates

- Regionalism

Based on an extensive internal assessment, and subsequent planning meetings, the desired outcomes of the SWOC were identified as:

Internally:

- Providing high quality, professional, value added customer service;

- Building supportive relationships based on integrity, mutual respect and teamwork;

- Providing effective leadership by taking personal responsibility and being accountable for the city's strength and well being;

- Creating a culture which values and supports diversity, risk taking, continuous learning and personal development;

- Fostering creativity, encouraging innovation and believing in staff empowerment;

- Effective, dynamic planning through shared decision-making and direct, open communications;

- Confronting change as an opportunity for organizational and personal growth;

- Developing and sustaining a safe, secure and supportive work place;

- Efficient, responsible and ethical management of public funds; and

- Developing strong partnerships to leverage the city's strengths and optimize results.

Externally:

- Better traffic conditions

- Increased service quality

- Increased participation in decision-making

- Improved communication between government and citizens/businesses

Results of Citizen Questionnaire

The purpose of this section is to describe and highlight some of the most important demographic characteristics of the respondents to the citizen survey as well as summarize the findings of the mail survey administered in September 2006 to a randomly selected stratified sample of citizens. A total of 261 citizens responded to the survey. A full description of the responses to each survey question is presented in Appendix A.

The majority of the sample (96%) lives in the City of Hallandale Beach year round and the majority owns their home (83%). Twenty-nine percent of the sample indicated that they are members of a homeowner's association. Thirty-nine percent of the respondents live in the Southeast section of the city, 34% live in the Southwest section, 14% live in the Northeast section, and 13% live in the Northwest (Palms at Hallandale) section.

Sixty-four percent identified themselves as Caucasians, 13% identified themselves as Hispanic, 14% identified themselves as African-American, 5% were Caribbean, 1% were Indian/Native American, 1% identified themselves as Asian, and 1% selected the "other" category. Fifty-eight percent of the respondents are females and 42% are males.

The youngest citizen to complete the survey was 25 years old and the oldest citizen was 99 years old. The mean age was 56 years old. Table 2 shows the distribution of the respondents' ages.

Table 2. Age Distributions for Citizen Sample.

Age	Percent of Sample
21-30 years	3%
31-40 years	12%
41-50 years	22%
51-60 years	26%
61-70 years	19%
71 -80 years	11%
81 years or older	6%

Table 3 shows the distribution of income levels of the respondents. Table 4 shows the distribution of household size, number of children, and number of adults over the age of 65. Table 5 shows the distribution of the respondents' education levels.

Table 3. Income Levels for Citizen Sample.

Income Level	Percent of Sample
Under $30,000	35%
$30,001 – 60,000	26%
$60,001 – 100,000	17%
$100,001 – 150,000	6%
$150,001 or more	16%

Table 4. Household size, number of children, number of adults over the age of 65.

Household Size	Percent of Sample
1 person	30%
2 people	40%
3 people	39%
4 people	8%
5 people or more	3%
Number of Children	Percent of Sample
0 Children	63%
1 Child	24%
2 Children	10%
3 or More Children	3%
Number of Adults 65 and Older	Percent of Sample
0 people	70%
1 person	20%
2 people	10%

Table 5. Education Levels for Citizen Sample.

Education Level	Percent of Sample
Grade School	3%
Middle School	1%
High School	18%
Technical School	7%
Two-year College	21%
Four-year College	35%
Graduate School	15%

Generally, respondents to the survey reflect the general population characteristics of the city as enumerated by the U.S. Census Bureau.

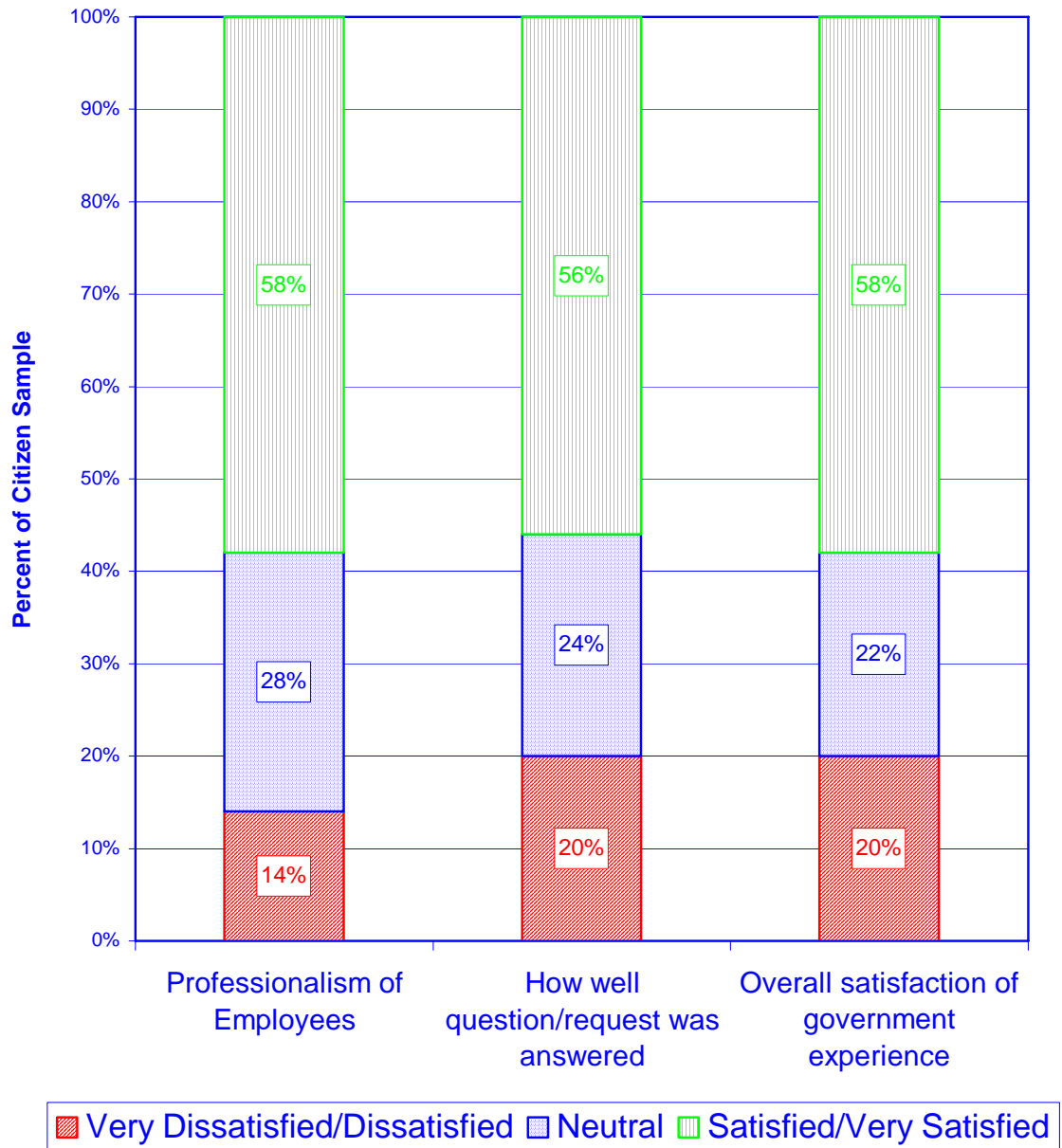**Government Contact and Ratings of Government and Services**

One of the citizen survey questions measured the amount of contact the citizens have had with the City of Hallandale Beach government departments during the past year. Twenty-two percent of the sample said that they have had no contact with the government during the past year, 43% said they have had contact with the City of Hallandale Beach government departments 1-3 times during the past year, 23% have had 4-6 contacts, and 12% said they have had contact with the City of Hallandale Beach government departments 7 times or more during the past year.

The citizens were asked to answer three questions based on their contact(s) with the City of Hallandale Beach government departments. Only the respondents who had contact with the city government answered these questions. For the sake of simplicity, the very dissatisfied/dissatisfied categories were combined and the satisfied/very satisfied categories were combined. Figure 1 illustrates the results for these three questions.

Citizens were asked to rate the professionalism of government workers and how well their questions were answered by government workers. Fifty-eight percent of the respondents indicated they were satisfied/very satisfied with the professionalism of government workers, with 28% being neutral, and 14% being dissatisfied/very dissatisfied. Fifty-six percent of the respondents said they were satisfied/very satisfied with how well their question/request was answered, 24% were neutral, and 20% were dissatisfied/very dissatisfied. Fifty-eight percent of the respondents said they were satisfied/very satisfied with their overall experience(s), with 22% being neutral, and 20% being dissatisfied/very dissatisfied.

Figure 1.

Only citizens who had contact with the City of Hallandale Beach government answered these questions.

Percent of Citizen Sample

| Professionalism of Employees | How well question/request was answered | Overall satisfaction of government experience |

58% — 56% — 58%
28% — 24% — 22%
14% — 20% — 20%

Very Dissatisfied/Dissatisfied Neutral Satisfied/Very Satisfied

All citizens in the sample were asked about their experiences with government services while they have been living in the City of Hallandale Beach. For this analysis, the respondents who indicated that they "don't know" the answers to these questions were removed, and the dissatisfied/very dissatisfied and satisfied/very satisfied responses were combined.

Figure 2 show the results for the satisfaction ratings for the quality and value of government services. The majority of citizens (60%) indicated that they were satisfied/very satisfied about the quality of the City of Hallandale Beach government services, 26% were neutral, and 14% were dissatisfied/very dissatisfied. The majority of citizens (57%) said they were satisfied/very satisfied with the value of the City of Hallandale Beach government services, 27% were neutral and 16% were dissatisfied/very dissatisfied.

Figure 2.

Citizens were asked to answer these questions based on their experiences while living in the City of Hallandale Beach.

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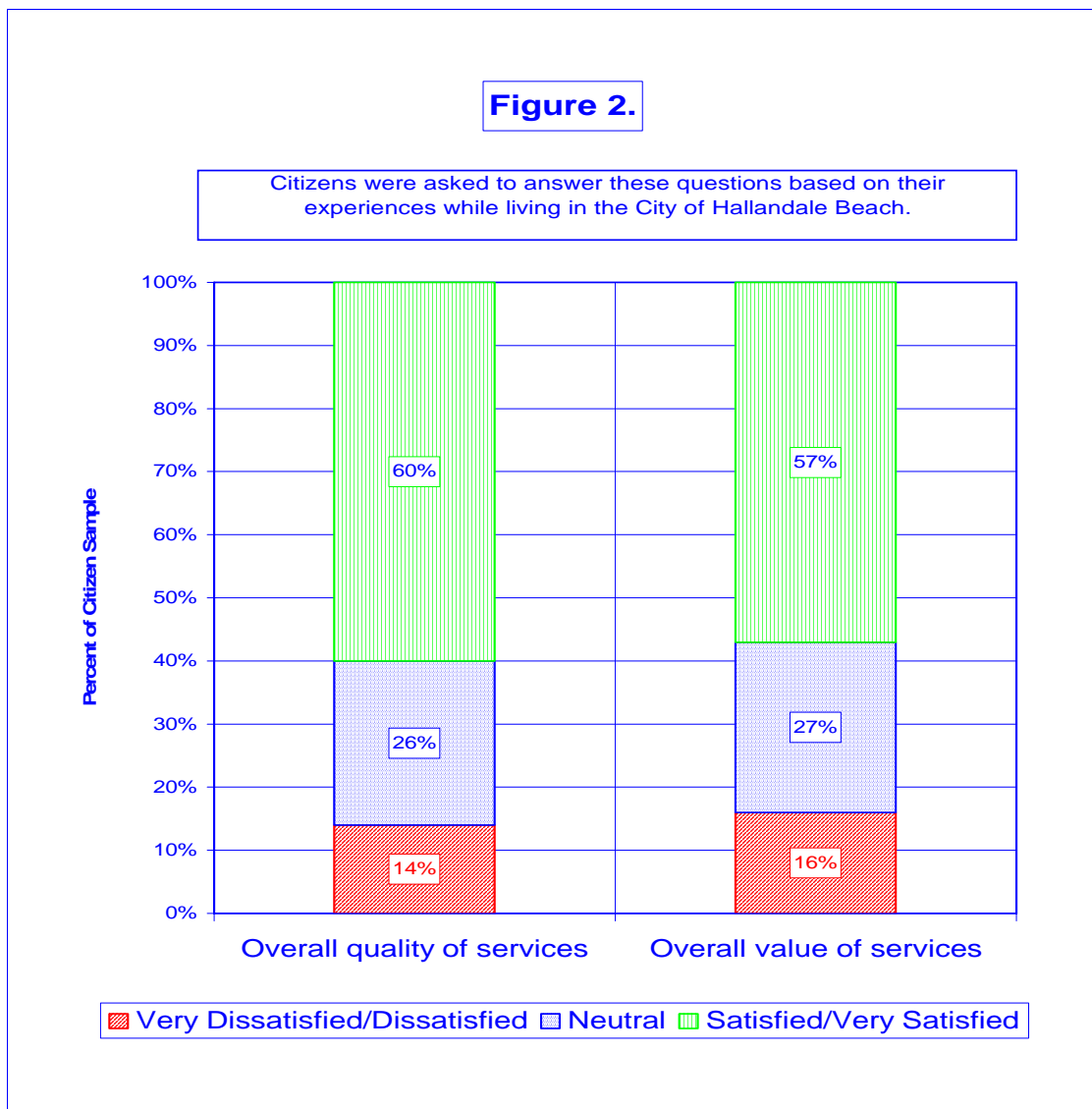
Figure 3 illustrates the satisfaction ratings for each type of city service excluding the "don't know" category. Fire/Emergency Medical services had the highest satisfaction level (80%), followed by Police services (67%), Sanitation services (67%), Public Works services (58%), Utility Billing services (57%), Parks and Recreation programs (54%), Social services (46%), Economic Development (44%), Planning, Zoning and Building services (39%), and Code Enforcement services (39%).
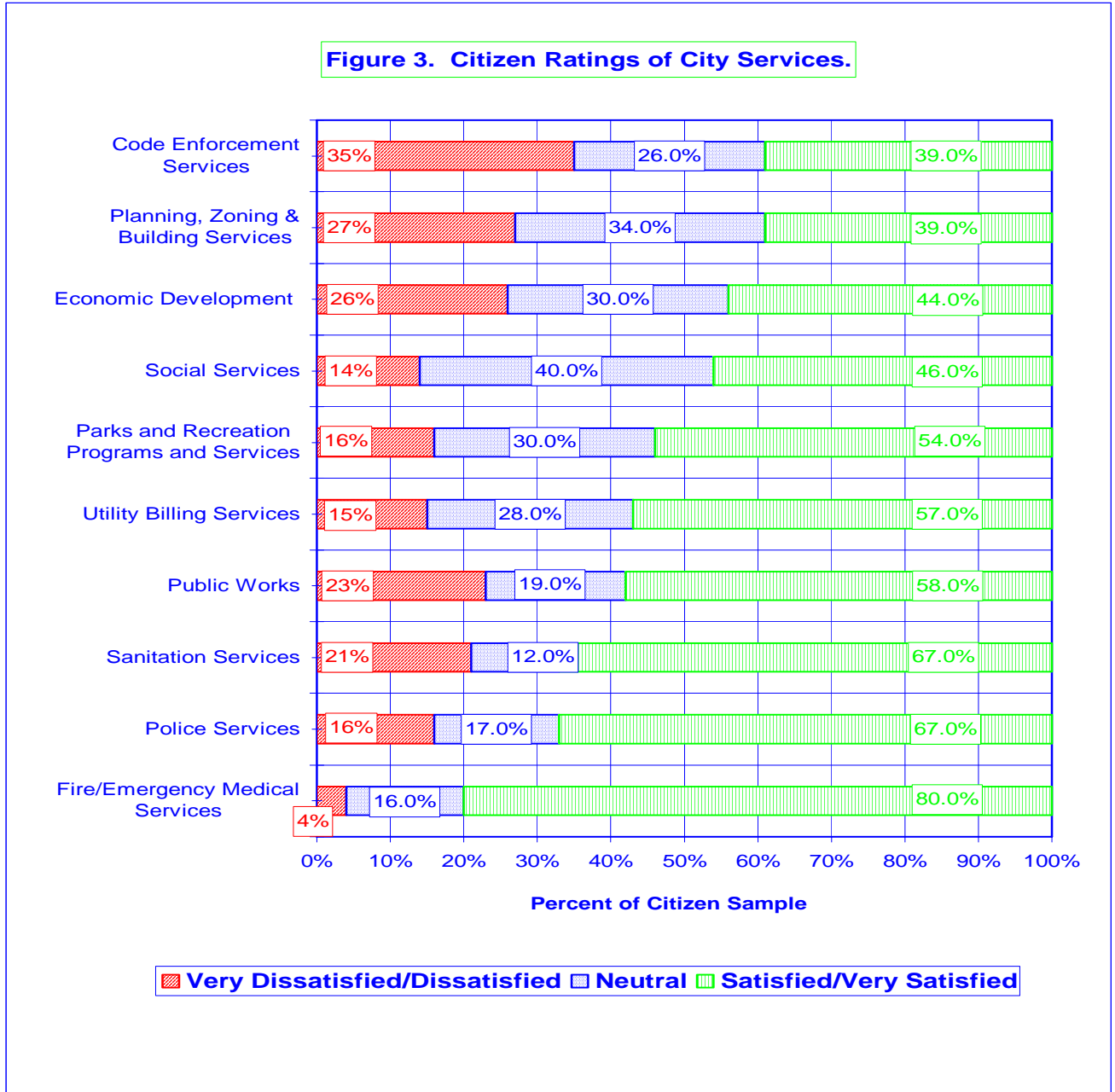
Figure 3. Citizen Ratings of City Services.

Citizens were also asked to indicate their level of satisfaction about the amount of access they have to the city's decision-making process. Three percent indicated that they are very satisfied with the amount of access they have to the decision-making process, 25% indicated that they are satisfied, 26% percent are dissatisfied, and 16% are very dissatisfied. Fifteen percent said that they are neither satisfied nor dissatisfied, and 15% indicated that they "don't know."

Reasons for Living in the City of Hallandale Beach

Citizens were asked to identify *all of the reasons* they originally moved to the City of Hallandale Beach, so some respondents chose more than one reason. The percentages of respondents who chose each reason are included in Table 6. The number one reason respondents originally moved to the city is affordable housing, which was closing followed by the proximity to beaches. Only 5% of the respondents indicated that they originally moved to the city because of good public schools and employment opportunities.

Table 6. Citizen reasons for originally moving to the City of Hallandale Beach.

Reason for Moving to the City of Hallandale Beach	Percent of Citizen Sample
Affordable Housing	46%
Proximity to Beaches	44%
Proximity to Highways	25%
To be Near Family	23%
Weather	18%
Sense of Community	14%
Quality of City Services	8%
Good Public Schools	5%
Good Employment Opportunities	5%

Citizens were also asked to identify *all of the reasons* why they remain living in the City of Hallandale Beach, and many respondents chose more than one reason. Table 8 shows the results. When both of the "important" categories are combined, the priority of reasons shifts. The last column in Table 7 lists the total "important" percentages and rankings, and Figure 4 illustrates the findings. According to these results, the top ranked reason for living in the city is a good variety of restaurants and nightlife, and the least important reason for living in the city is access to the race tracks.

Table 7. Reasons why respondents remain living in the City of Hallandale Beach.

	Not At All Important	Somewhat Unimportant	Neither	Somewhat Important	Very Important	Total "Important" Percents & Rankings
Good variety of restaurants/nightlife	0%	0%	0%	22%	78%	100% (1)
Reasonable property taxes	6%	2%	17%	20%	55%	75% (4)
Access to highways	6%	3%	9%	35%	47%	82% (2)
Good housing choices	7%	1%	16%	31%	45%	76% (3)
Access to quality health care	8%	5%	21%	25%	41%	66% (8)
Good city services	4%	5%	19%	34%	38%	72% (5)
Parks, walking paths & other amenities	8%	7%	16%	36%	33%	69% (6)
Short commute to work	15%	5%	24%	23%	33%	56% (10)
Good access to colleges & universities	11%	5%	17%	39%	28%	67% (7)
Plentiful leisure activities	10%	6%	23%	34%	27%	61% (9)
Plentiful cultural activities	13%	7%	30%	31%	19%	50% (11)
Good ethnic diversity	24%	7%	26%	24%	19%	43% (12)
Access to public transportation	35%	7%	18%	22%	18%	40% (13)
Access to race tracks	60%	6%	19%	10%	5%	15% (14)

Figure 4. Citizen Sample Ratings for Important Reasons for Living in the City of Hallandale Beach
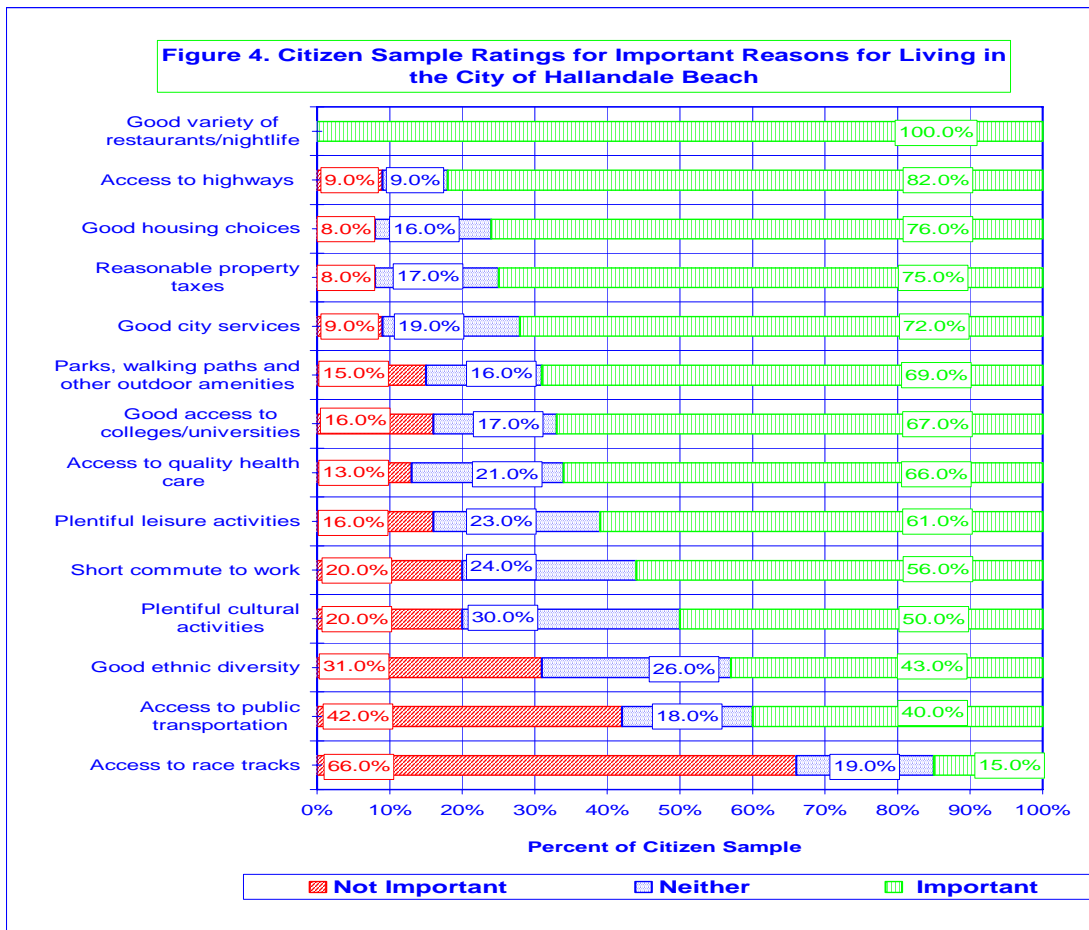
Quality of Life and Perceptions of Neighborhoods

Two questions about the quality of life were included on the survey. Citizens were asked to rate the quality of life in their neighborhood and in the City of Hallandale Beach. Thirty-four percent rated the quality of life in their neighborhood as excellent, 53% rated it as average, and 13% rated it as poor. Twenty-five percent rated the quality of life in the City of Hallandale Beach as excellent, 64% rated it as average, and 11% rated it as poor.

Citizens were also asked to compare their neighborhood to how it was a year ago, and the majority (65%) responded that their neighborhood is "about the same." Eighteen percent said that their neighborhood is "a better place to live" compared to a year ago, 17% said it was a "worse place to live." Citizens were asked to explain how their neighborhood has changed – for better or for worse during the past year – and the comments are listed in Table 8. For those respondents who believe their neighborhood is better than it was a year ago, the majority of comments were about the ways in which beautification projects have enhanced the surroundings. For those respondents who believe their neighborhood is worse than it was a year ago, the majority commented that it was due to traffic problems.

Table 8. Comments about how neighborhood has changed during the past year.
(The number of comments is in the parenthesis)

Neighborhood is better because…	Neighborhood is worse because…
Beautification projects have enhanced surroundings	Traffic is terrible
New storm drainage, water/sewer improvements	Code Enforcement isn't citing people for problems with homes
More police presence and less crime	Beautification projects take too long and cost too much
Improved beach	Rental properties aren't maintained
Road improvements – mainly Hallandale Beach Boulevard	More crimes are occurring
	Remnants from the hurricanes still exist

Citizens were asked how safe they feel living in their neighborhood. The majority of respondents (67%) said they feel "safe," with an additional 17% who indicated that they feel "very safe." Sixteen percent indicated that they don't feel safe.
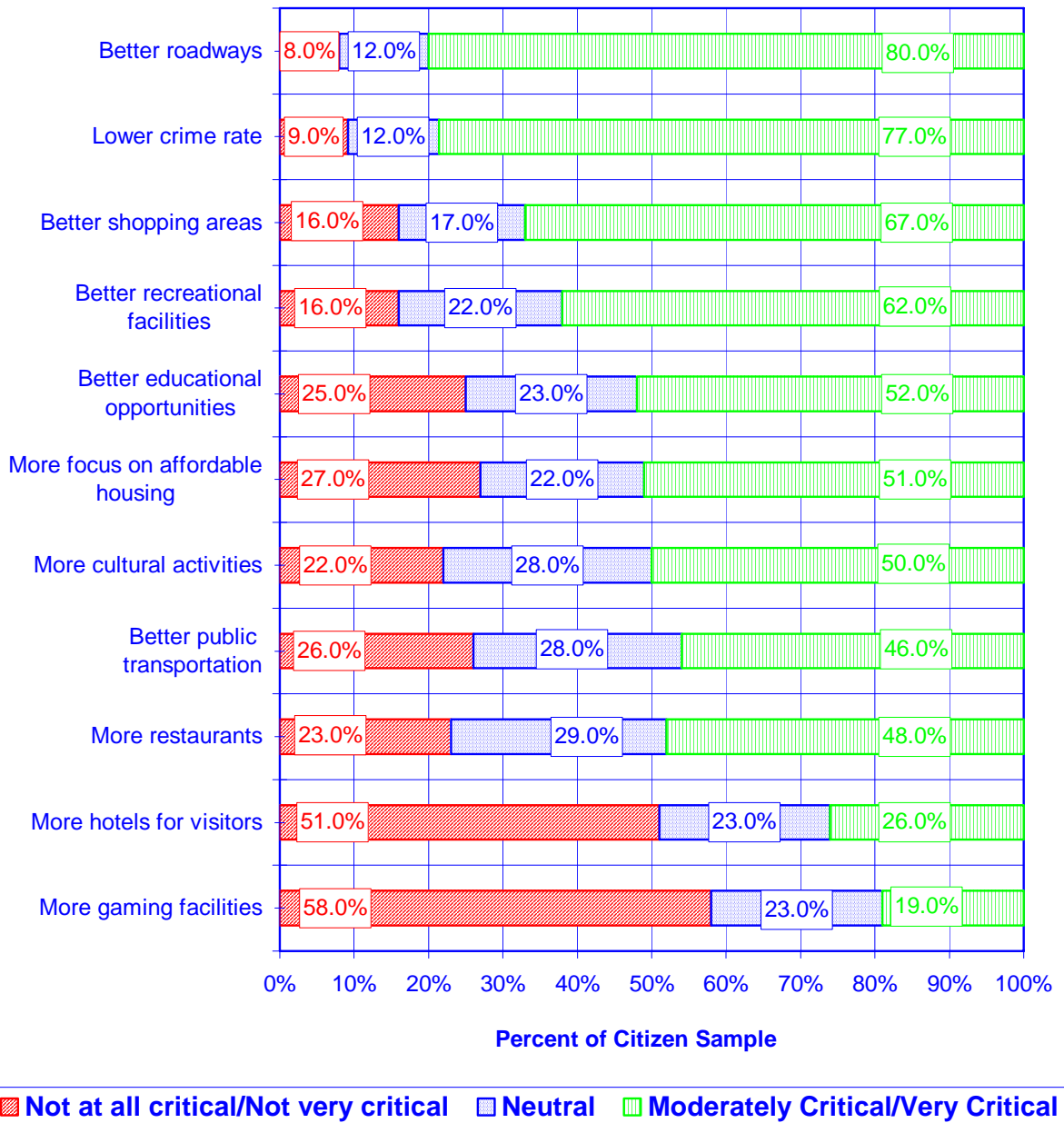
Critical Issues and Strategic Planning

Citizens were asked to rate critical issues that the city faces, and the results are shown on Table 9 and Figure 5. The results listed in the table show the distribution for all five of the rating categories (not at all critical to very critical). The graph shows the percents for critical issues with the "not at all critical" and "not very critical" responses combined, and the "moderately critical" and "very critical" responses combined. The top two critical issues are lowering the crime rate and improving the roadways. The least important issue is more gaming facilities. Some respondents wrote in additional critical issues, such as better street lamps, more bike trails, cleaning up the canals, and helping homeowners with landscaping and beautification projects.

Table 9. Critical Issues Facing the City of Hallandale Beach.

	Not At All Critical	Not Very Critical	Neutral	Moderately Critical	Very Critical
Lower crime rate	6%	3%	12%	11%	68%
Better roadways	4%	4%	12%	32%	48%
Better educational opportunities	17%	8%	23%	19%	33%
More focus on affordable housing	19%	8%	22%	21%	30%
Better shopping areas	10%	6%	17%	37%	30%
Better recreational facilities	10%	6%	22%	35%	27%
More cultural activities	14%	8%	28%	27%	23%
Better public transportation	17%	9%	28%	23%	23%
More restaurants	13%	10%	29%	29%	19%
More hotels for visitors	36%	15%	23%	16%	10%
More gaming facilities (slot-machines)	50%	8%	23%	11%	8%

Figure 5. Critical Issues Facing the City. Citizen Survey.

Issue	Not at all critical/Not very critical	Neutral	Moderately Critical/Very Critical
Better roadways	8.0%	12.0%	80.0%
Lower crime rate	9.0%	12.0%	77.0%
Better shopping areas	16.0%	17.0%	67.0%
Better recreational facilities	16.0%	22.0%	62.0%
Better educational opportunities	25.0%	23.0%	52.0%
More focus on affordable housing	27.0%	22.0%	51.0%
More cultural activities	22.0%	28.0%	50.0%
Better public transportation	26.0%	28.0%	46.0%
More restaurants	23.0%	29.0%	48.0%
More hotels for visitors	51.0%	23.0%	26.0%
More gaming facilities	58.0%	23.0%	19.0%

Percent of Citizen Sample

One of the main purposes of the survey was to gather information that the City of Hallandale Beach can use in the development of their strategic plan. Hence, citizens were asked to rate the level of focus that should be paid to a variety of strategic plan ideas. Table 10 shows the results. Sixty-five percent of the respondents indicated that maintaining roads should be a "big focus," followed by improving communication with citizens (55%), and retaining existing residents (52%). Recruiting new residents received the largest "no focus" percent (20%) of all of the ideas. Citizens were asked to write-in other ideas for the city's strategic plan. Several respondents indicated that "managing growth" and "ecological preservation" should be added to the list of strategic planning issues.

Table 10. Strategic Plan Ideas.

	No Focus	Little Focus	Some Focus	Big Focus
Maintaining roads	3%	4%	28%	65%
Improving communication with citizens	4%	9%	32%	55%
Retaining existing residents	8%	12%	28%	52%
Building roads	10%	13%	31%	46%
Investing in redevelopment	12%	12%	32%	44%
Offering more programs for youth	8%	15%	34%	43%
Offering more programs for seniors	10%	11%	36%	43%
Offering more programs for families	9%	14%	37%	40%
Building the workforce	11%	14%	39%	36%
Building affordable housing	17%	17%	31%	35%
Recruiting new residents	20%	24%	32%	24%

The final question on the survey asked citizens to write any additional comments that they have about the City of Hallandale Beach. Table 11 summarizes the comments.

Table 11. Additional comments about the City of Hallandale Beach.

Category #1 – Traffic Problems, including…
Traffic flow and congestion is having a negative impact on the quality of life
Speeding on neighborhood roads
Category #2 – Code Enforcement Problems, including…
Non-response to complaints
Lack of enforcement and follow-up
Category #3 – Concerns about overdevelopment of city, including…
Too many condominiums
Too many new people
Category #4 – Good improvements in the city, including…
Beautification projects look great
Revitalizing business community is paying off

Results of Business Questionnaire

The purpose of this section is to describe the results of the City of Hallandale Beach business survey. The following analysis is consistent with the standards of proper research design and associated random survey methods. The percentages for all responses for all of the business survey questions are shown in Appendix B. A total of 53 businesses responded to the survey. Table 12 shows the types of businesses that returned a completed survey.

Table 12. Types of Businesses.

Type of Business	Percent of Sample
Commercial	15%
Convenience Store	8%
Construction/General Contracting	11%
Health/Medical	15%
Law/CPA/Consulting	11%
Real Estate	9%
Restaurant	11%
Retail	15%
Other	5%

Thirty-eight percent of the businesses were located in the Northeast section, 28% are in the Southeast section of the city, 19% are in the Northwest (Palms at Hallandale) section, and 15% are in the Southwest section. Six percent indicated that they run their business from their home, and 94% do not. Respondents indicated that 57% of their full-time employees and 38% of their part-time employees reside in city.

Table 13 shows the distribution of 2005 total revenues for the sample of businesses. The majority of respondents (96%) indicated that the 2005 total revenues are $5 million or less.

Table 13. 2005 Total Revenues for the Business Sample.

Total Revenues	Percent of Sample
Under $500,000	39%
$500,001 - $1 Million	30%
$1 Million - $ 5 Million	26%
$ 5 Million - $10 Million	0%
$10 Million - $ 50 Million	4%
$ 50 Million or more	0%

Table 14 illustrates the distribution of the length of time the business survey respondents have been located in the city.

Table 14. Years Businesses Have Been Located in the City of Hallandale Beach.

Years Located in City	Percent of Sample
Less than one year	8%
1-2 years	15%
3-5 years	13%
6-10 years	26%
10-20 years	19%
21 years or more	19%

The business survey included questions about expansion, renovation, and relocation plans within the next year and within the next five years. The majority of the respondents (82%) indicated that they *do not* plan to move their business to another city during the next year, but for the businesses that do plan to move, it is because of needing more office space and/or a more convenient location.
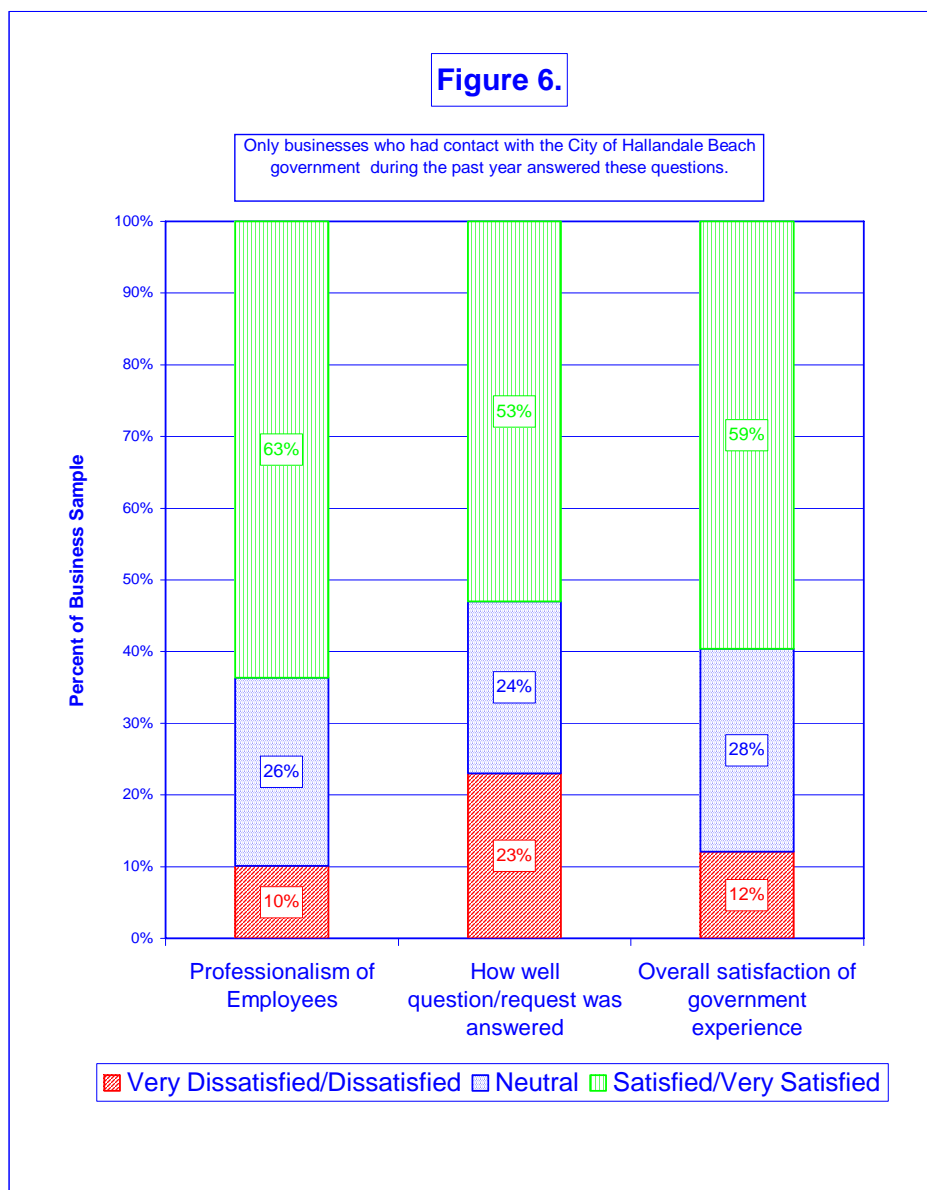
The majority of respondents (57%) said that they do not plan to relocate within the next five years. Ten percent of the respondents are planning some sort of expansion of their business within the City of Hallandale Beach during the next five years. Twenty-two percent of the businesses are planning some sort of renovation project within the next five years.

Government Contact and Ratings of Government and Services

One question on the business survey measured the amount of contact the business owners have had with the City of Hallandale Beach government departments during the past year. Thirty percent of the sample said that they have had no contact, 32% said they have had contact with the City of Hallandale Beach government departments 1-3 times during the past year, 19% have had 4-6 contacts, and 19% said they have had contact with the City of Hallandale Beach government departments 7 times or more during the past year.

Businesses were asked to answer three questions based on their contact(s) with the City of Hallandale Beach government departments. Only the respondents who had some contact with government answered these questions. The very dissatisfied/dissatisfied categories were combined and the satisfied/very satisfied categories were combined. Figure 6 illustrates the results for these three questions.

Businesses were asked to rate the professionalism of government workers and how well their questions were answered by government workers, and Figure 6 shows the results. Sixty-three percent of the respondents said they were satisfied/very satisfied with the professionalism of government workers, with 26% being neutral, and 10% being dissatisfied/very dissatisfied. Fifty-three percent of the respondents said they were satisfied/very satisfied with how well their question/request was answered, 24% were neutral, and 23% were dissatisfied/very dissatisfied. Fifty-nine percent of the respondents said they were satisfied/very satisfied with their overall experience(s), with 28% being neutral, and 12% being dissatisfied/very dissatisfied.

Figure 6.

Only businesses who had contact with the City of Hallandale Beach government during the past year answered these questions.

All businesses were asked about their experiences with government services with respect to the quality and value of city services. For this analysis, the respondents who indicated that they "don't know" the answers to these questions were removed, and the dissatisfied/very dissatisfied and satisfied/very satisfied responses were combined. Figure 7 shows the results. Forty-eight percent of the respondents said they were satisfied/very satisfied with the value of the City of Hallandale Beach government services, 25% were neutral and 27% were dissatisfied/very dissatisfied. The majority of respondents (60%) indicated that they were satisfied/very satisfied about the *quality* of the City of Hallandale Beach government services, 22% were neutral, and 18% were dissatisfied/very dissatisfied. Another survey question that directly relates to this question was: "When you consider the property taxes you pay and the quality of city services you receive, would you rate the general value of city services as.." and 14% said the general value of services as very good, 62% rated it as average, 15% said poor, and 7% said very poor.

Figure 7.

Businesses were asked to answer these questions based on their experiences while doing business in the City of Hallandale Beach.
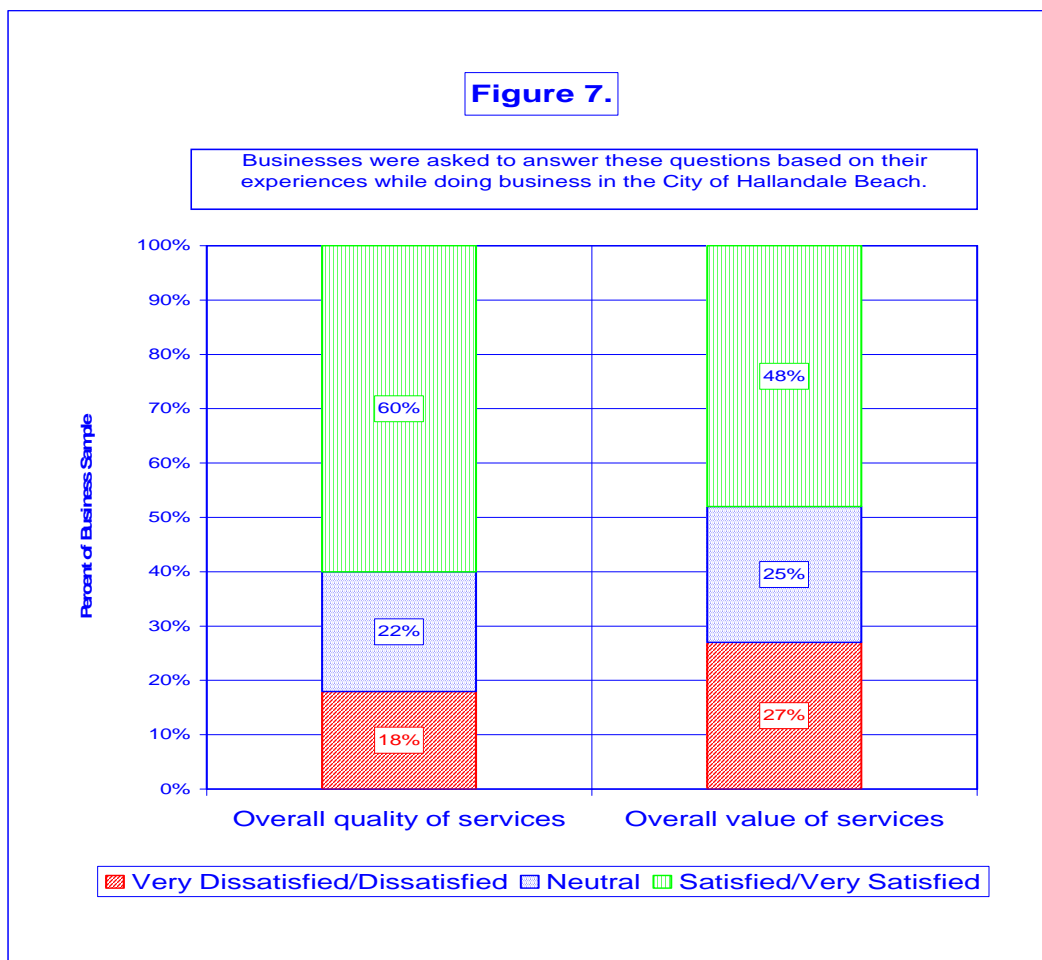
Table 15 shows the satisfaction ratings for each type of city service for all of the response categories, and Figure 8 shows the results that have excluded the "don't know" responses. Fire/Emergency Medical services had the highest satisfaction level, followed by Police services and Sanitation services.

Table 15. Ratings for each type of city service.

	Very Dissatisfied	Dissatisfied	Neutral	Satisfied	Very Satisfied	Don't Know
Fire / emergency medical	0%	0%	19%	23%	32%	26%
Police	4%	0%	20%	28%	29%	19%
Sanitation services	4%	16%	24%	39%	15%	2%
Parks and recreation	7%	11%	20%	22%	13%	27%
Utility billing services	4%	6%	43%	33%	10%	4%
Public works	4%	17%	26%	37%	7%	9%
Planning, zoning & building	14%	10%	28%	26%	10%	12%
Code enforcement	8%	16%	39%	22%	9%	6%
Economic development	12%	4%	34%	17%	7%	26%
Social services	4%	0%	42%	13%	2%	39%

Figure 8 .   Ratings of City Services. Business Survey.

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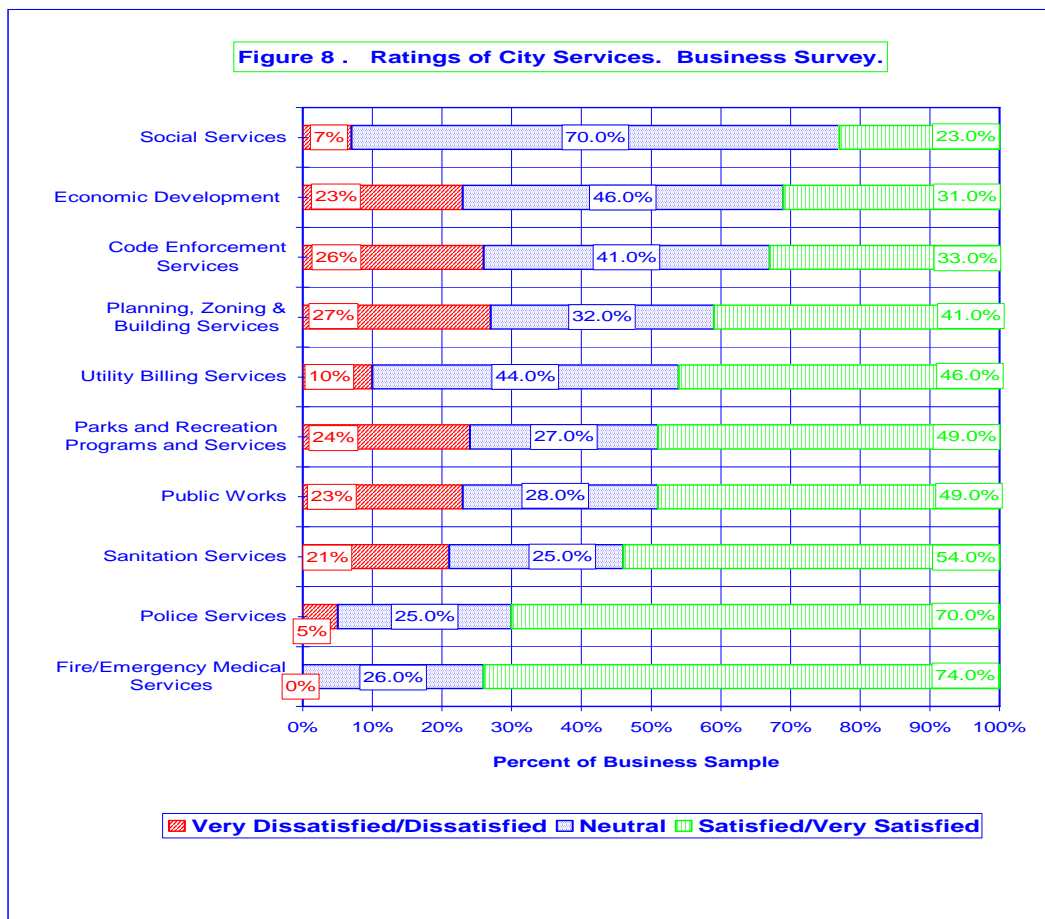
One of the questions included on the business survey asked businesses to "grade" the Hallandale Beach business climate. Three percent said the business climate is excellent, 19% said it's above average, 56% said it's average, 14% indicated that they believe the business climate is below average, and 8% rated it as failing. Respondents were asked to identify the reasons they assigned the "grade," and the positive comments included 1) government is friendly to businesses; 2) the business climate continues to improve; and 3) expansion/development means more customers. The negative comments included 1) over-development is causing too many problems; and 2) the business climate varies depending on where the business is located.

Businesses were also asked to indicate their level of satisfaction about the amount of access they have to the city's decision-making process. Two percent indicated that they are very satisfied with the amount of access they have to the decision-making process, 15% indicated that they are satisfied, 28% percent are dissatisfied, and 13% are very dissatisfied. Thirty-four percent said that they are neither satisfied nor dissatisfied, and 8% indicated that they "don't know."

Finally, businesses were asked if they have any utility service issue, and 88% indicated that they do not have a specific utility service issue. For the 12% who indicated that they do have a utility issue, the majority responded that the issues were based on parking lot drainage rather than utility service issues.

Reasons for Locating Businesses in the City of Hallandale Beach

Respondents were asked to identify the reasons why they originally established their businesses in the City of Hallandale Beach. For those respondents who answered the question, 58% said that is was an overall good location, 27% said it was convenient/close to home, 10% said that the property value/rental prices were good, 5% indicated that the population was right for their business.

Businesses were asked to identify the reasons what they currently like about having their businesses located in the city. The answers mirror the reasons why they originally located their business in the city – overall good location, good customer base, and affordable rental values.

Businesses were also asked to rank the importance of reasons why they operate their businesses in the city. Table 16 and Figure 9 show the results. When both of the "important"

categories are combined, the prioritized list of reasons shifts. The last column in Table 16 lists the total "important" percentages and rankings, and Figure 9 illustrates the overall rankings. According to these results, the two top ranked reasons for operating a business in the city are highway access and customer market access. The presence of similar-type businesses is the least important reason for operating a business in the city.

Table 16. Reasons why businesses operate in the City of Hallandale Beach.

	Not At All Important	Somewhat Unimportant	Neither	Somewhat Important	Very Important	Total "Important" Percents & Rankings
Highway access	0%	4%	16%	35%	45%	80% (1)
Access to customer market	6%	4%	10%	35%	45%	80% (2)
Available building space and/or land	4%	14%	24%	33%	25%	58% (5)
Supportive city services	6%	8%	29%	33%	24%	57% (6)
Reasonable property taxes	12%	6%	14%	49%	19%	68% (3)
Access to workforce	8%	12%	14%	52%	14%	66% (4)
Good housing choices for you & workers	10%	12%	22%	42%	14%	56% (7)
Access to public transportation	16%	16%	16%	38%	14%	52% (8)
High speed Internet access	18%	12%	28%	29%	13%	42% (10)
Parks, walking paths & other amenities	12%	14%	29%	33%	12%	45% (9)
Presence of similar-type businesses	17%	21%	35%	21%	6%	27% (11)

**Figure 9. Business Survey.
Ratings for importance of reasons for operating business in the City of Hallandale Beach**
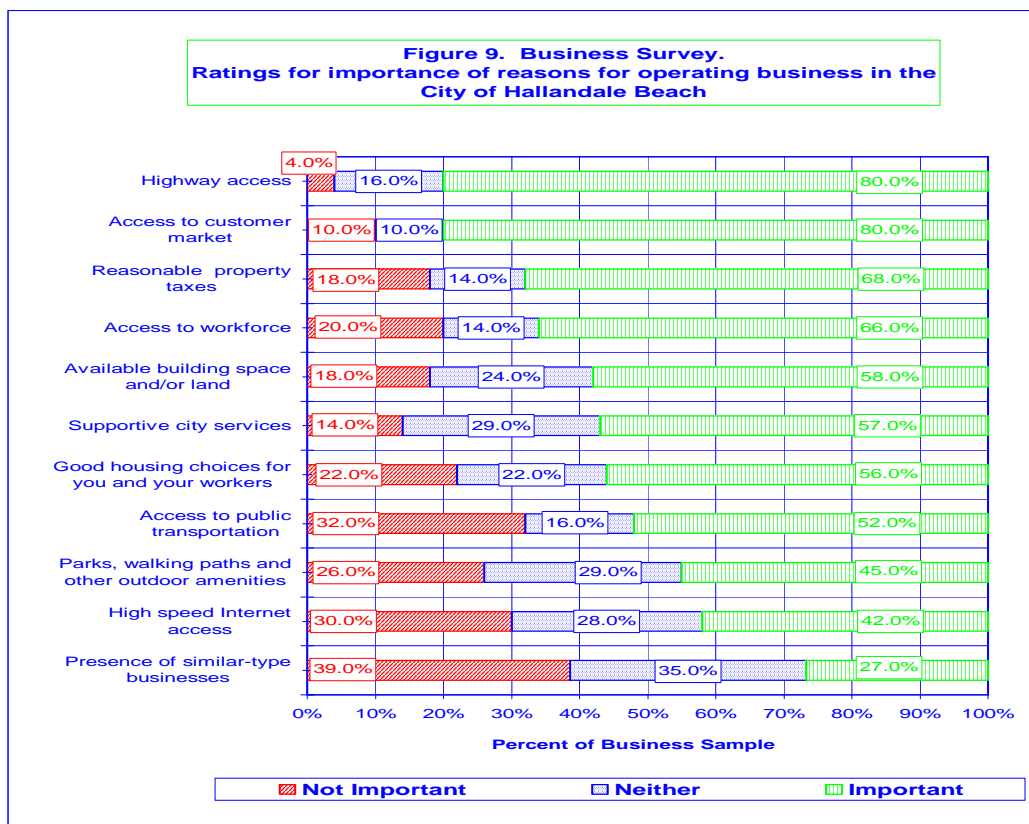
Critical Issues and Strategic Planning

Businesses were asked to rate the most serious issues that face their businesses, and increasing congestion/traffic, increasing rental prices, and increasing taxes and insurance costs are the top three issues identified.

One of the main purposes of the survey was to gather information that the City of Hallandale Beach can use in the development of their strategic plan. Hence, businesses were asked to rate the level of focus that should be paid to a variety of strategic plan ideas. Table 17 shows the results. Seventy-four percent of the respondents indicated that retaining existing businesses should continue to be a "big focus," followed by maintaining roads (67%), improving communication with businesses (59%), and assisting existing businesses with space needs (57%). Recruiting new businesses and residents was at the bottom of the list, but a significant percentage of respondents still indicated that these two items should receive some/big focus.

Table 17. Strategic Plan Ideas.

	No Focus	Little Focus	Some Focus	Big Focus
Retaining existing businesses	2%	0%	24%	74%
Maintaining roads	0%	6%	27%	67%
Improving communication with businesses	0%	2%	39%	59%
Assisting existing businesses with space needs	0%	9%	34%	57%
Building roads	4%	25%	19%	52%
Small business loans/grants	0%	10%	41%	49%
Investing in redevelopment	2%	10%	40%	48%
Building affordable housing	4%	11%	40%	45%
Retaining existing residents	4%	8%	45%	43%
Recruiting new businesses	2%	20%	36%	42%
Recruiting new residents	4%	19%	42%	35%

The following question was also included on the business survey: "If you had one wish for the City of Hallandale Beach regarding your business, what would that one wish be?" The majority of responses were about traffic control/management and lowering taxes.

The final question on the survey asked businesses to write any additional comments that they have about the City of Hallandale Beach. There were only three additional comments and all were specific to the business that completed the survey.

GOALS & STRATEGIC PERFORMANCE OUTCOMES

Strategic goals emerged from the analyses of internal and external environments, as well as from a working session with managers and directors. During the working session, we discussed the goals and further developed the strategic performance outcomes. These goals can guide the city in establishing directional courses in the short- and long-term planning processes.

Prior to the identified goals and strategic performance outcomes, the defining statements which guided the formation of the goals are highlighted. It is important to note that the sequencing of the goals is not based on a predefined priority list; they represent the entirety of the goals that the City of Hallandale will strive to achieve.

Defining Statement

The City of Hallandale Beach is committed to meeting the transportation needs of a growing residential population and business sector now and in the future. Easy access in and out of Hallandale Beach will support economic development. An efficient, convenient and safe transportation system moving people and goods around the community and throughout the region contributes to an improved quality of life.

Goal 1

To have an efficient, affordable, safe and environmentally friendly local and regional transportation system serving the City of Hallandale Beach.

Strategic Performance Outcomes

      1.1   Improved public transit system that is effective, reliable and affordable

      1.2   Travel corridors that are convenient, safe and environmentally friendly

      1.3   Improved signalization to ensure smooth traffic flow throughout the City

Defining Statement

The City of Hallandale Beach has abundant resources, both natural and built. Bordered by the Atlantic Ocean to the East, Hallandale Beach is largely a compact urban area and pedestrian and transit oriented community with public open spaces, and civic and transit facilities interwoven with a diverse mixture of residential and commercial uses. Therefore, the City is

committed to preserving and enhancing the unique rural and small town character of the community, while managing growth so that we can provide the services the community needs.

Goal 2

To have the City's significant natural resources and features including the shoreline areas, landscapes, trees, and heritage sites protected to enhance the quality of life of residents and visitors, for present and future use.

Strategic Performance Outcomes

2.1   Upgrade, improve and maintain the City's open space and park system and the unique features associated with the area

2.2   Identify and protect significant environmentally sensitive areas and ensure they are properly managed

2.3   Prepare a Natural Resource Management Plan to identify and designate the significant natural features for protection in the Strategic Plan

2.4   Promote the preservation of tree cover and tree planting programs and beautification of residential and commercial areas

2.5   Establish and maintain "best practice" maintenance programs and encourage the practice of environmentally healthy procedures including conservation techniques by all residents, businesses and industries including the City

2.6   Promote the design and development of healthy communities that encourage walking and protection of significant natural features

2.7   Visible improvements in the physical and aesthetic amenities of the public streetscape

Defining Statement

The City of Hallandale Beach recognizes that economic development is essential to ensure the community achieves its vision for the future. Sustainability principles identify economic development and quality of life as part of the same equation. Beneficial economic activities, including the creation of long-term employment opportunities, will help sustain and improve the quality of life in Hallandale Beach. Increased employment stimulates the local economy by increasing overall spending and leading to increased tax revenues, which means better social, educational, cultural and community services and facilities.

Goal 3

To ensure that the City of Hallandale Beach maintains a sustainable community with a healthy balance of residential, commercial and light industry that provides a mix of local employment opportunities and a wide array of amenities and services locally.

Strategic Performance Outcomes

3.1　　Promote sustainable development/redevelopment of vacant or underdeveloped properties within the city

3.2　　Promote sustainable businesses operating within the City, including commercial and home-based enterprises

3.3　　Position the City through its economic development strategy to maximize opportunities related to the gaming industry

3.4　　Support the development of a consistent marketing strategy for the City

3.5　　Ensure a network of community services is maintained and expanded to address community needs

3.6　　Provide the public access to services, information and programs

3.7　　Support communities by providing quality public infrastructure

Defining Statement

The City of Hallandale Beach considers a safe and livable community one of their most important priorities. The prevention of property crime, dealing with youth issues and maintaining personal safety and security are high priorities for the City. Residents also expect effective and efficient emergency service response, safe and clean public areas, well-maintained and secure public buildings and access to health and social services. As well, quality recreation opportunities and activities need to be available for people of all ages for a balanced and healthy community.

Goal 4

To have a livable community:

o　Where residents feel, and are, safe;

o　Where shopping areas and neighborhoods are pedestrian friendly;

o　That offers quality, affordable leisure and educational opportunities and activities for citizens of all ages; and

o   That citizen's and businesses enjoy living and working in

Strategic Performance Outcomes

4.1   A reduction in crime

4.2   Public participation in city parks, recreation facilities, programs and events

4.3   Public satisfaction with community overall livability, leisure opportunities, and safety

4.4   Citizens feel informed and engaged in discussions about the future of the community

Defining Statement

Engaging the community means that the entire community has an informed understanding of what their local government does and what they can expect from their local government in terms of involvement in decision-making. The City of Hallandale Beach has an understanding of how residents want to be involved and strives for harmonious solutions. The community appreciates what constraints their local government operates under.

Goal 5

To have a local government that is:

o   Accountable and accessible;

o   Effective and efficient;

o   Open in its operations;

o   Communicates with the public in a meaningful manner; and

o   Values and supports community input and participation, contributing to a well informed, involved, and proud citizenry.

Strategic Performance Outcomes

5.1   Continue the Neighborhood Forum initiative

5.2   Increased public satisfaction with the level of local services

5.3   Increased public involvement in City operations via the use of Citizen Boards

5.4   Increased utilization of the public's use of City's website

Defining Statement

The City of Hallandale Beach provides a wide range of services aimed at maintaining the high quality of life experienced and valued by its residents and businesses. The City continues to maintain and improve services for residents and customers, while using all available resources as efficiently and effectively as possible. We strive for the effective management of human resources, the optimal use of tangible assets and the efficient and appropriate financial management and expenditure of funds.

<u>Goal 6</u>

To strive for the effective management of human resources, the optimal use of tangible assets, and the efficient and appropriate financial management and expenditure of funds.

Strategic Performance Outcomes

6.1   Prepare and implement a human resources strategy with a planned approach to benefit services, training, labor relations, succession planning, health and safety, management and related policies

6.2   Ensure that employees feel valued and empowered

6.3   Prepare and implement fully funded assets and infrastructure capital plans

6.4   Increase alternative sources of revenue to reduce the reliance on property taxes

6.5   Adherence to optimal replacement schedule for the City's infrastructure and other tangible assets, tools and equipment

6.6   Budgets reflect approved strategic plan

6.7   Support sustainable financial stability

NEXT STEPS AND CONCLUSION

The City of Hallandale Beach should be commended on their commitment to the strategic planning process. The final strategic plan allows for proactive, instead of reactive, planning and policymaking because the planning process links the organizations mission, values, goals, strategic performance outcomes to all government activities. Building on the plan will be the cornerstone of the City's commitment to providing accountable and responsive local government. The vision and strategic objectives contained in the Strategic Plan can only be realized if there is a commitment by the City Commission and staff to implementation. The plan provides a framework for short and long-term planning and fiscal decision-making.

To ensure successful implementation of the Strategic Plan, the following actions are required:

BUSINESS PLANNING AND BUDGETTING

The City will take the plan and develop specific tasks that individual departments will undertake within the framework of the objectives and strategic actions to be integrated with the operational budget process, and five year capital forecasts.

COMMUNICATION

The City of Hallandale Beach Strategic Plan will be shared with existing and future residents, businesses, staff and community organizations.

ORIENTATION

This document will form part of the City's orientation program for the next Commission and for new City employees.

PARTNERSHIPS

In order for the vision to be realized, the City needs to actively develop and support partnerships with a variety of groups and organizations. Strategies focused on retaining and building on existing partnerships need to be prepared.

ANNUAL REVIEW

The City, on an annual basis, will review its progress towards the desired outcomes and will prepare an annual report card. As part of this review, the City will consider the need to update or add new strategic actions in order to ensure that the Strategic Plan remains a relevant "living" document.

ADMINISTRATIVE RESPONSIBILITIES:

Work with the elected leadership and other stakeholders to develop measurable performance indicators to monitor the level of effort and degree of success in fulfilling the mission. Direct the various departments to evaluate their programs and ensure that they further the vision of the City. Direct the various departments to prepare action plans, with appropriate performance measurements, that further the vision of the City. Assign responsibility and hold staff accountable for their efforts to achieve the vision. Monitor programs funded by the City for consistency with the vision. Coordinate multi-jurisdictional efforts to achieve the vision through associated strategic and tactical plans.

Appendix A.
City of Hallandale Beach Strategic Planning Citizen Survey

1. During the <u>past year</u>, approximately how many times have you contacted any City of Hallandale Beach department?
   22% 0 times (Skip to question 2)   **43%** 1-3 times   **23%** 4-6 times   **12%** 7 times or more

   1.a. Based on your contact(s) with the City of Hallandale Beach, how do you feel about the following:

	Very Dissatisfied	Dissatisfied	Neutral	Satisfied	Very Satisfied
The professionalism of City of Hallandale Beach employees	6%	8%	28%	42%	16%
How well your question/request was answered	7%	12%	24%	41%	16%
Your overall satisfaction level of your experiences	7%	14%	22%	41%	16%

2. Based on your experiences while living in the City of Hallandale Beach, please rate the following:

	Very Dissatisfied	Dissatisfied	Neutral	Satisfied	Very Satisfied	Don't Know
The overall quality of City of Hallandale Beach services	2%	12%	26%	42%	14%	4%
The overall value of City of Hallandale Beach services	3%	12%	26%	39%	16%	4%
The overall value of Police services	6%	10%	16%	37%	26%	5%
The overall value of Fire / emergency medical services	1%	2%	14%	34%	36%	13%
The overall value of Parks and recreation programs and services	7%	7%	26%	29%	18%	13%
The overall value of Public works	6%	16%	17%	40%	16%	5%
The overall value of Utility billing services	5%	9%	26%	40%	13%	7%
The overall value of Code enforcement services	15%	16%	24%	26%	11%	8%
The overall value of Planning, zoning & building services	10%	13%	30%	24%	9%	14%
The overall value of Economic Development	7%	14%	26%	28%	10%	15%
The overall value of Sanitation services	7%	13%	12%	44%	20%	4%
The overall value of Social services	3%	6%	30%	24%	10%	27%

3. Thinking back, why did you originally decide to move to City of Hallandale Beach? (Percent that checked reason as "yes")
   46% Affordable housing   44% Proximity to beaches   5%   Good public schools   25% Proximity to highways
   8%   Quality of City services   14% Sense of community   23% To be near family   18% Weather
   5%   Good employment opportunities

4. Based your personal experiences, please rate the importance of each of the following reasons why you live in the City of Hallandale Beach.

	Not At All Important	Somewhat Unimportant	Neither	Somewhat Important	Very Important
Good variety of restaurants/nightlife	0%	0%	0%	22%	78%
Reasonable property taxes	6%	2%	17%	20%	55%
Access to highways	6%	3%	9%	35%	47%
Good housing choices	7%	1%	16%	31%	45%
Access to quality health care	8%	5%	21%	25%	41%
Good city services	4%	5%	19%	34%	38%
Parks, walking paths and other outdoor amenities	8%	7%	16%	36%	33%
Short commute to work	15%	5%	24%	23%	33%
Good access to colleges/universities	11%	5%	17%	39%	28%
Plentiful leisure activities	10%	6%	23%	34%	27%
Plentiful cultural activities	13%	7%	30%	31%	19%
Good ethnic diversity	24%	7%	26%	24%	19%
Access to public transportation	35%	7%	18%	22%	18%
Access to race tracks	60%	6%	19%	10%	5%

5. Please rate the following items on a scale from not critical to very critical to you as a resident of the City of Hallandale Beach.

	Not At All Critical	Not Very Critical	Neutral	**Moderately Critical**	Very Critical
Lower crime rate	6%	3%	12%	11%	68%
Better roadways	4%	4%	12%	32%	48%
Better educational opportunities	17%	8%	23%	19%	33%
More focus on affordable housing	19%	8%	22%	21%	30%
Better shopping areas	10%	6%	17%	37%	30%
Better recreational facilities	10%	6%	22%	35%	27%
More cultural activities	14%	8%	28%	27%	23%
Better public transportation	17%	9%	28%	23%	23%
More restaurants	13%	10%	29%	29%	19%
More hotels for visitors	36%	15%	23%	16%	10%
More gaming facilities (slot-machines)	50%	8%	23%	11%	8%

6. In regards to quality of life issues, where "quality of life" means how good you feel about where you live, how does the City of Hallandale Beach compare to other cities you have lived in previously. Examples of quality of life issues are the natural environment, job opportunities, schools, transportation, and crime. Compared to other places you have lived:

	Poor	Average	Excellent
How would you rate the quality of life in your neighborhood?	13%	53%	34%
How would you rate the quality of life in the City of Hallandale Beach?	11%	64%	25%

__For the next set of questions, we understand that Hurricanes Katrina and Wilma may have impacted your neighborhood. Please answer these questions based on experiences OTHER THAN the hurricanes.__

7. Compared to a year ago, is your neighborhood: **17%**   A worse place to live   **65%** About the same   **18%**   A better place to live

8. How has your neighborhood changed (for better or for worse) during the past year?

_____
_____
_____

9. How safe do you feel living in your neighborhood? **16%** Not Safe   **67%** Safe   **17%** Very Safe

10. The list of items on which the City's strategic plan could focus is provided below. Please indicate how much of a focus you believe the City's strategic plan should have on each item.

	No Focus	Little Focus	Some Focus	Big Focus
Maintaining roads	3%	4%	28%	65%
Improving communication with citizens	4%	9%	32%	55%
Retaining existing residents	8%	12%	28%	52%
Building roads	10%	13%	31%	46%
Investing in redevelopment	12%	12%	32%	44%
Offering more programs for youth	8%	15%	34%	43%
Offering more programs for seniors	10%	11%	36%	43%
Offering more programs for families	9%	14%	37%	40%
Building the workforce	11%	14%	39%	36%
Building affordable housing	17%	17%	31%	35%
Recruiting new residents	20%	24%	32%	24%

11. What, if anything, could the City of Hallandale Beach do to improve your living conditions in the city?

_____

_____

12. When the City of Hallandale Beach makes decisions or passes regulations that impact you, how satisfied are you with the amount of access you have to the decision-making processes?
16% Very Dissatisfied   **26%** Dissatisfied   **15%** Neither   **25%** Satisfied   **3%** Very Satisfied   **15%** Don't know

13. Approximately how long have you lived in the City of Hallandale Beach? _____ years.

14. Do you live in your home in the City of Hallandale Beach all year?   **4%** No   **96%** Yes

15. Do you own or rent your home?   **84%** Own   **16%** Rent

16. In what section of the city do you live?
14% Northeast   **40%** Southeast   **13%** Palms at Hallandale Beach (Northwest)   **34%** Southwest

17. Are you a member of a Home Owner's Association?   **71%** No   **29%** Yes

18. What is your age? ____ years old

19. What is your gender?   **58%** Female   **42%** Male

20. What is the highest level of education you completed?
3% Grade School   **.4%** Middle School   **19%** High School
7% Technical School   **21%** Community College 2-year degree   **35%** College 4-year degree
15% Graduate School

21. In which category(ies) do you place yourself?
1% Asian   **14%** African American   **5%** Caribbean   **64%** Caucasian   **13%** Hispanic   **1%** Indian/Native American
2% Other

22. How many people, including yourself, live in your home?
____ How many adults 65 or younger?
____ How many adults 66 or older?
____ How many children under 18?

23. What is your total yearly household income? **35%** Under $30,000   **26%** $30,000 - 60,000   **17%** $60,000 - 100,000
6% $100,000 – 150,000   **16%** Greater than $150,000

24. Additional Comments

Appendix B.
City of Hallandale Beach Strategic Planning Business Survey

1. During the <u>past year</u>, approximately how many times have you contacted any City of Hallandale Beach department?
   30% = 0 times (Skip to question 2)   **32%** = 1-3 times   **19%** = 4-6 times   **19%** = 7 times or more

   1.a. Based on your contact(s) with the City of Hallandale Beach, how do you feel about the following:

	Very Dissatisfied	Dissatisfied	Neutral	Satisfied	Very Satisfied
The professionalism of City of Hallandale Beach employees	2%	8%	26%	47%	16%
How well your question/request was answered	2%	21%	24%	40%	13%
Your overall satisfaction level of your experiences	2%	10%	28%	45%	14%

2. Based on your experiences while running your business in the City of Hallandale Beach, please rate the following:

	Very Dissatisfied	Dissatisfied	Neutral	Satisfied	Very Satisfied	Don't Know
The overall quality of City of Hallandale Beach services	2%	16%	21%	39%	20%	2%
The overall value of City of Hallandale Beach services	6%	20%	24%	37%	11%	2%
The overall value of Police services	4%	0%	20%	28%	29%	19%
The overall value of Fire / emergency medical services	0%	0%	19%	23%	32%	26%
The overall value of Parks and recreation programs and services	7%	11%	20%	22%	13%	27%
The overall value of Public works	4%	17%	26%	37%	7%	9%
The overall value of Utility billing services	4%	6%	43%	33%	10%	4%
The overall value of Code enforcement services	8%	16%	39%	22%	9%	6%
The overall value of Planning, zoning & building services	14%	10%	28%	26%	10%	12%
The overall value of Economic Development	12%	4%	34%	17%	7%	26%
The overall value of Sanitation services	4%	16%	24%	39%	15%	2%
The overall value of Social services	4%	0%	42%	13%	2%	39%

3. How long has your business been located in the City of Hallandale Beach?
   8% Less than one year   **15%** Between one and two years   **13%** Between three and five years
   26% Between six and 10 years   **19%** Between 10 and 20 years   **19%** 21 years or more

4. Thinking back, why did you originally decide to establish or move your business to the City of Hallandale Beach?
   _____

   _____

5. What are some of the things you like about having your business in the City of Hallandale Beach?
   _____

   _____

6. Based your business experiences, please rate the importance of each of the following reasons for why you operate your business in the City of Hallandale Beach.

	Not At All Important	Somewhat Unimportant	Neither	Somewhat Important	Very Important
Highway access	0%	4%	16%	35%	45%
Access to customer market	6%	4%	10%	35%	45%
Available building space and/or land	4%	14%	24%	33%	25%
Supportive city services	6%	8%	29%	33%	24%
Reasonable property taxes	12%	6%	14%	49%	19%
Access to workforce	8%	12%	14%	52%	14%
Access to public transportation	16%	16%	16%	38%	14%
Good housing choices for you and your workers	10%	12%	22%	42%	14%
High speed Internet access	18%	12%	28%	29%	13%
Parks, walking paths and other outdoor amenities	12%	14%	29%	33%	12%
Presence of similar-type businesses	17%	21%	35%	21%	6%

7. Overall how would you "grade" the business climate in the City of Hallandale Beach?

8% Failing   **14%** Below Average   **56%** Average   **19%** Above Average   **3%** Excellent

7.a   Why do you give the City the "grade" provided above?

_____

_____

_____

8. What do you think are the most serious issues facing your business in Hallandale Beach?

_____

_____

_____

9. The list of items on which the City's strategic plan could focus is provided below. Please indicate how much of a focus you believe the City's strategic plan should have on each item.

	No focus	Little focus	Some focus	Big focus
Retaining existing businesses	2%	0%	24%	74%
Maintaining roads	0%	6%	27%	67%
Improving communication with businesses	0%	2%	39%	59%
Assisting existing businesses with space needs	0%	9%	34%	57%
Building roads	4%	25%	19%	52%
Small business loans/grants	0%	10%	41%	49%
Investing in redevelopment	2%	10%	40%	48%
Building affordable housing	4%	11%	40%	45%
Retaining existing residents	4%	8%	45%	43%
Recruiting new businesses	2%	20%	36%	42%
Recruiting new residents	4%	19%	42%	35%
Other (please specify)_____	1	2	3	4
Other (please specify)_____	1	2	3	4
Other (please specify)_____	1	2	3	4
Other (please specify)_____	1	2	3	4

10. Do you have any plans to move your business to another city <u>within the next year</u>?

82% No (Skip to question 12)   **18%** Yes   Please explain why your business is moving.
<u>Reasons for moving business to another city:</u> **1)** **Need more office space; 2) Moving to more convenient location.**

11. What, if anything, could the City do to keep you in Hallandale Beach?
1) **Build new commercial space; 2) Reduce congestion.**

12. <u>Within the next five years</u>, does your business have plans to:

Expand in Hallandale Beach	**42%** No	**10%** Yes	**48%** Don't know
Renovate in Hallandale Beach	**31%** No	**22%** Yes	**47%** Don't know
Relocate in Hallandale Beach	**57%** No	**2%** Yes	**41%** Don't know

13. What impact, if any, does the availability of workforce housing in Hallandale Beach have on your ability to recruit qualified workers? Would you say the impact is:

6% Very Negative   **23%** Somewhat Negative   **46%** No impact at all   **4%** Somewhat Positive   **9%** Very Positive
12% Don't know

14. When you consider the property taxes you pay and the quality of City services you receive, would you rate the general value of City services as…

7% Very Poor   **15%** Poor   **62%** Average   **14%** Very Good   **0%** Excellent   **2%** Don't know

15. When the City of Hallandale Beach makes decisions or passes regulations that impact your business, how satisfied are you with the amount of access you have to the decision-making processes?

13% Very Dissatisfied   **28%** Dissatisfied   **34%** Neither   **15%** Satisfied   **2%** Very Satisfied   **8%** Don't know

16. Does your business have utility issues the City can help you with?   **88%** No   **12%** Yes

    16 a. If your business does have utility issues for which you need the City's help, what are those issues?

    1) Parking lot drainage; **2) More parking.**

17. If you had one wish for the City of Hallandale Beach regarding your business, what would that one wish be?

    _____

    _____

    _____

18. How would you best describe the nature of your company's business?

    _____

    _____

    _____

19. In what section of the city is your business located?

    38% Northeast   **28%** Southeast   **19%** Palms at Hallandale Beach (Northwest)   **15%** Southwest

20. How many of your full-time employees <u>reside in</u> the City of Hallandale Beach? _____ full-time employees

21. How many of your part-time employees <u>reside in</u> the City of Hallandale Beach? _____ part-time employees

22. How many of your full- and part-time employees <u>reside outside</u> of the City of Hallandale Beach? _____employees

23. Is your business run from your home? **94%** No   **6%** Yes

24. Finally, what were your company's approximate 2005 total revenues?

    39% Under $500,000   **30%** $500,000 to Under $1 Million   **26%** $1 Million to Under $5 Million

    0% $5 Million to Under $10 Million   **4%** $11 Million to Under $50 Million   **0%** $50 Million or More

25. Additional Comments:

    _____

    _____

    Thank you very much for your participation. Your responses will help the City of Hallandale Beach provide better services to your business.